Maricopa County
Office of Management and Budget

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To: Assistant County Managers, Department Directors, Elected Officials, Judicial Branch Officers, Strategic Coordinators and Budget Liaisons

Via: Sandi Wilson, S.W.
Deputy County Manager

From: Thomas Brandt,
Managing for Results Coordinator

Subject: Managing for Results (MFR) Memo #4: Guidance on Updating Departmental Strategic Plans for FY 2008

While we are putting the finishing touches on the FY 2007 budget, it's already time to begin planning for FY 2008. The first step in that process is to prepare updates to departmental strategic plans as necessary. As you know, last year the Board of Supervisors adopted a new Strategic Plan for the County and a number of departments submitted updates to their own departmental plans in order to incorporate or align with goals in the Countywide plan. As we begin the process for FY 2008, departments that did not complete plan updates for FY 2007 are encouraged to carefully review their current plans and determine whether an update is necessary for FY 2008. We are also asking that all departments assess their "key result" measures and identify enhancements or improvements to these measures as appropriate (see attachment).

Three criteria may suggest the need for an update to your strategic plan: 1) most or all of the existing strategic goals do not extend into or beyond FY 2008 (July 1, 2007 – June 30, 2008), 2) there are priorities and/or goals in the Countywide plan that should be, but are not aligned with or supported by specific goals in your departmental plan, and/or 3) the FY 2007 budget analysis report completed by OMB for your department included recommendations or suggestions for plan changes or improvements.

When considering plan updates, keep in mind that each departmental plan comprises two sections – strategic elements (mission, vision, issues, goals) and structural elements (programs, activities, services, and measures). Optimally, the strategic and structural elements of a departmental plan should not require frequent changes or updates if the elements have been carefully considered and developed. And, as the MFR program matures for the County and plans reach a level of refinement, the primary reasons for plan updates would be the periodic changes necessary to keep goals and issue statements current with changing environmental factors and/or the addition, deletion or refinement of program responsibilities.

If you are planning to update the strategic and/or structural elements of your departmental plan for FY 2008, please notify your OMB budget analyst as soon as possible, but no later than June 30, 2006. The budget analysts, and the MFR team, will be available to assist departments with these updates.

The MFR Team will also be holding training/informational sessions on updating departmental strategic plans and enhancing program key result measures on June 5, June 9, and June 29, 2006. Registration for the *Updating Departmental Strategic Plans* class, MGT554, can be made on-line at the following URL: http://pathlore.maricopa.gov/stc/student.

All plan submissions are due to OMB by September 29, 2006. OMB will review the proposed changes and finalize the updates with departments by November 3, 2006 so that the revised plan can form the basis of the budget submission that will be due in January 2007.

Should you have any questions, please contact Deputy Budget Directors Brian Hushek at 506-6338, or Chris Bradley at 506-4960, or Budget Administrator Lee Ann Bohn at 506-1916.

Attachment

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Program Key Result Measures

In Maricopa County's *Managing for Results* system, Key Result Measure is defined as the measure of the overall result a Program is expected to achieve, that tells the customer/public how well the Program (and department) is performing and is based on the customers' needs or expectations. Optimally, Key Result Measures should be developed to reflect the end result/benefit stated in the Program Purpose Statement.

The most important aspect in selecting a Program Key Result Measure is that it tells something about how <u>well</u> the Program is performing. As such, a good Key Result Measures will address at least one of the following elements: effectiveness, quality, timeliness, efficiency, accuracy, satisfaction, etc.

Example from Elections Department, Voter Registration Program

Program Purpose Statement: The purpose of the Voter Registration Program is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.

Key Result Measures:
⇒ Percent of all valid registrations processed in time to meet election deadlines [shows timeliness]
⇒ Percent of citizens satisfied with voter registration process [shows satisfaction]

Once Program Key Results Measures have been identified, departments should establish an operational definition of the measure; determine data requirements, data collection sources, methods, and calculation that are consistent with the measure's definition; identify current baselines; set realistic performance targets based on benchmarking; and compare actual performance with expected results. This will help to ensure the validity and reliability of the measure.

To assist departments in defining and reporting Program Key Result Measures, the MFR Team developed a method to record all pertinent information about individual performance measures using the Program Key Result Measure Summary Form. A form should be completed for each Key Result Measure, which will help satisfy many of the requirements of the Internal Audit Department's Performance Measure Certification (PMC) program. This program certifies reported measures as accurate and valid. The form also can be completed for other performance measures (demand, output, efficiency).

Using the Program Key Result Measure Summary Form ensures that a detailed history of each performance measure can always be accessed by department staff. Additionally, with the summary forms on file, questions regarding any aspect of the data can be answered quickly and consistently.

Attached are "Instructions for Completing the Program Key Result Measure Summary Form," and a Microsoft Word version of the form that can be completed on the computer and saved for future reference.

Instructions for Completing the Program Key Result Measure Summary Form

1. **Program Name:** as it appears in the most recent MFR Database
2. **Activity:** as it appears in the most recent MFR Database
3. **Name of Contact Person:** the person directly responsible for the program or activity
4. **Baseline:** list the baseline year and number
5. **Performance Measure Title:** the full title of each performance measure
6. **Definition of Measure and Key Terms:** describe what is actually being measured and describe any technical jargon used in the performance measure, and be sure to explain descriptive terms. For example:
   - Instead of using *accurately:* state the acceptable level of error
   - Instead of using *timely:* state the turnaround time you are aiming for
   - Instead of using *eligible:* state the criteria for eligibility
   - For *customer satisfaction:* explain what kind of survey instrument (e.g., mail, phone, internet, etc.) will be used, what rating scale (e.g., 5=highest, 1=lowest) will be used, and who is in the target population (e.g., full-time residents over age 18, walk-in customers to service center, etc.)
   - For terms such as *poverty:* explain what specific definition you will use
7. **Rationale for Use:** explain how this particular performance measure demonstrates department, program or activity performance and/or result achieved
8. **Collected:** indicate how often the data will be collected (i.e., specify monthly, quarterly, annually, or some other time period)
9. **How Performance Measure is Computed:** describe how the raw data will be transformed into usable information for quarterly and annual reporting
10. **Data Collection Source(s) and Methodology:** provide a brief description of data collection methodology, and provide the names of the specific reports, documents, or databases from which the raw data for the performance measure is obtained
11. **Has Benchmarking Been Used to Set Performance Targets?** If not, skip to the Data Collection Issues/Limitations
12. **Benchmarking Sources/Standards:** list the organizations/departments that have been used to compare performance. Identify any applicable national standards and/or reports that provided actual data obtained during the benchmarking process.
13. **Data Collection Issues/Limitations:** discuss any problems that you have or anticipate having in collecting and reporting the data now and in the future. This section also can be used for any other explanatory comments on the limitations of the data.
14. **Additional Information:** provide any additional information about the measure
15. **Date Last Updated:** indicate when the form was previously updated and by whom

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Program Key Result Measure Summary Form

May 2006

Program Name: ______________________

Activity: ______________________

Name of Contact Person: ______________________

Performance Measure Information

Baseline: Year _____ Data _____

Performance Measure Title:	Definition of Measure and Key Terms:	Rationale for Use (i.e., result it measures):

Collected: Monthly ☐ Quarterly ☐ Yearly ☐ Other

How Performance Measure is Computed:	Data Collection Source(s) and Methodology:

Has Benchmarking Been Used to Set Performance Targets? Yes ☐ No ☐
Benchmarking Sources/Standards:

Data Collection Issues/Limitations:

Additional Information:

Date updated:
By